
Integration Partner Integration & Leadership Executive Achievement Report (Deliverable 126.1.1h) September 2003

Executive Summary

Integration Partner supports FSA's leadership and the actions required to drive the development of integration projects and initiatives. This report summarizes Integration Partner's activities for the month of August that support the development of integration projects and initiatives.

Major accomplishments for the month of September include the continued efforts with the FSA and Integration Partner to develop the Data Architecture Target State, as part of the development for an overall FSA Target State Vision. Integration Partner continues to support, facilitate, and provide input to the ongoing Target State development process. The outcomes of these sessions will help inform the current Data Strategy efforts, as well as FSA's enterprise planning efforts (sequencing and procurement). The work products resulting from the Data Strategy and Integration teams will provide FSA's Management Council with an integration vision and roadmap to achieve the Target State.

Detailed in the Integration Issues & Gaps section of the report (page 8) are identified concerns and/or gaps around major integration initiatives within the Integration Partner program where management level attention or progress is needed. In summary, these issues and/or gaps relate to the following topic:

- ✓ FSA needs to ensure that a set of standardized, thorough, and valid SSIM pilot analyses be conducted for any systems piloting the solution and that the results of these analyses are reviewed and used to perform any necessary revisions to the SSIM solution before implementing it across the enterprise in a consistent and integrated fashion.
- ✓ The conclusion of the Data Strategy task order on November 17, 2003, and the need for FSA and Integration Partner to ensure that the recommendations and implementations resulting from the Data Strategy task order are further developed, as appropriate, or implemented in a manner most benefiting the enterprise.
- ✓ The need for efforts to be undertaken by the existing FSA and Integration Partner Data Strategy team members to work with their counterparts in Common Services for Borrowers (CSB) to appropriately incorporate the requirements of the CSB solution into the Data Strategy Technology Vision/Target State so that it reflects a completely integrated view of the enterprise.

Task orders continue to be awarded and/or modified, which enable us to contribute to the achievement of FSA's overall integration goals.

Leadership

Support & Direction Setting

Integration Partner senior leadership provides FSA leadership and the project managers, business architects, and technical architects on the Integration Partner program with the key leadership oversight, enterprise focus, and strategic direction to fulfill the goals of FSA's integration program. Integration Partner senior leadership has been working with FSA leadership via weekly client meetings to address the following topics:

- ✓ Task order status
 - Task order awards and/or modifications for the month of September included the following:
 - TO 77 Work Order 1, SAIG (modification)
 - TO 77 Work Order 2, COD (modification)
 - TO 77 Work Order 3, Direct Loan e-Servicing (modification)
 - TO 79, Portal Rollout Strategy (modification)
 - TO 117, EAI (modification)
 - TO 118, ITA (modification)
 - TO 123, Data Strategy (modification)
 - TO 126, Integration & Leadership Support (modification)
 - TO 127, Case Management (modification)
 - TO 133, FMS Operations (modification)
 - TO 143, Identity & Access Management Tools (award)
 - TO 145, FAFSA 8.0 Performance Testing (award)
 - TO 146, FMS Loan Processing & Issuance Fee (LPIF) Change (award)
 - TO 147, Trading Partner Management Gap Analysis (award)
- ✓ Key delivery issues specific to major integration initiatives.
- ✓ Integration Partner continues to work closely with FSA to improve the contract task order approval process.
 - Integration Partner continues to meet with FSA senior leadership regarding the final CRM4FSA invoice. The Office of Inspector General audit report is pending.
 - Integration Partner continues to discuss with FSA senior leadership the eServicing task order and changing environment.
- ✓ Integration Partner continues to discuss with FSA alternative price structures in relation to results and value delivered.
- ✓ Integration Partner continues to discuss with FSA the role of Integration Partner as it relates to Accenture's Blanket Purchase Agreement and current and future work efforts. This discussion spans the various roles Integration Partner could undertake, including strategic, design/build, and operations.

Integration Partner senior leadership continues to provide leadership direction and oversight relating to the following:

- ✓ Continued guidance and direction to Integration Partner teams to ensure overall program goals are achieved.
- ✓ Continued guidance and input to Integration Partner's efforts to define the Target State Data Architecture as it relates to FSA's overall Target State Vision.

- ✓ Continued input to FSA's Business Integration Group and Data Strategy workshops.

Integration

Integration Progress

The following synopses outline progress towards major initiatives within the Integration Partner program, including Application & Delivery, Enterprise Data Strategy and Trading Partner Management.

Application & Delivery

- ✓ Common Origination & Disbursement (COD) Releases 2.1C and 2.2 development efforts continue. These releases will continue to build upon the existing COD solution that provides FSA with a core, single integrated solution to manage aid originations and disbursements. The Release 3.0 (2004-2005 annual cycle) Technical Design walkthroughs are underway, and development efforts have begun.
- ✓ Integration Partner completed activities for the ED PIN Re-Engineering Analysis initiative under Task Order 131. Working closely with current and future client systems, the deliverable resulted in the compilation of business requirements and standards to enable the ED PIN as an enterprise authentication service for borrowers through 2009. The team integrated ongoing activities with other enterprise Data Strategy initiatives including Enrollment & Access Management, Standard Student Identification Method (SSIM), Web Services, Data Exchange, Technical Strategies and Security Architecture. The analysis recommended the following new or changed features:
 - Focus on data integrity of the ED PIN as a unique (non-duplicate) identity credential
 - Separation of authentication and electronic signature functions
 - Registration and verification of client systems
 - Introduction of alerts and management reports
 - Enhanced user self-service capabilities, and
 - Standard, reusable services for (1) identification, (2) registration, (3) access, (4) self-service and (5) administration.

A 4-phased implementation approach is recommended for re-engineering the ED PIN to an enterprise solution. The 4 phases include Phase 1 – Tools Analysis (Joint with ED PIN and School/Financial Partners), Phase 2 – School/Financial Partners Prototype and Solution, Phase 3 – Re-Engineered ED PIN Detailed Design, and Phase 4 – Development, Integration and Pilot Implementation of re-engineered ED PIN system.

- ✓ Integration Partner is assisting FSA to expand the role of E-Authentication in both business transaction volume using the ED PIN and with identification of alternatives for trading partners. The activities includes support for the inter-agency E-Gov pilot with DHHS using the ED PIN, examining the applicability of PKI technology for trading partners and the identification of additional business process candidates for electronic signature functionality. FSA is continuing its progress on the pilot with DHHS having identified the specific forms, alternatives and the Federal Gateway

infrastructure as part of the pilot design. FSA is leveraging the NIH PKI pilot with higher education institutions and its relationship with EDUCAUSE to identify potential FSA business processes as candidates. Integration Partner is also working closely with the GSA effort to define the Credential Assessment Framework, which is planned to be the foundation for assessing strength (level) of federal identity credentials. Activities continue to be integrated with the FSA BIG and other FSA enterprise Data Strategy initiatives including ED PIN Re-Engineering Analysis, Enrollment and Access Management and Security Tools Assessment.

- ✓ Supported stabilization efforts for Student Aid on the Web, which was implemented successfully into production on September 7.
- ✓ Continued transition of the Student Aid on the Web (formerly Students Portal) and Financial Partners Portal to Indus.
- ✓ Continued coordination of Student Aid on the Web marketing and communication activities with FSA.
- ✓ Supported FSA in the demonstration of Student Aid on the Web to White House initiative representatives and the Student Aid on the Web webcast.

Enterprise Data Strategy

- ✓ Integration Partner supported FSA in their briefings to FSA's BIG and Management Council on current Data Strategy work efforts.
- ✓ The Integration Partner Data Strategy team facilitated another FSA Data Strategy Retreat to continue discussion related to the Data Architecture Target State. This workshop focused on mapping FSA business functions to the conceptual design (step three of the process to define the conceptual design). Participants included members from the FSA Data Strategy team and Business Integration Group, as well as Integration Partner Leadership. Refer to the attached meeting minutes and outcomes, Target State-Function Mapping Retreat Meeting Minutes v1.doc and Enterprise Functions To-Be v3 Capability Groupings.xls.
- ✓ The following Data Strategy deliverables were submitted to FSA for the month of September:
 - Standard Student Identification Method (SSIM) Implementation Strategy
 - Data Storage, Management & Access Strategy
 - External Information Access (FSA Gateway Strategy)
 - XML Technical Reference & Usage Guidelines
 - XML Framework Communications Strategy
- ✓ In coordination with the FSA BIG visioning process and artifacts produced to date, continued efforts to document the To-Be Data Flows, Technology Vision and Strategic Plan.
- ✓ Continued efforts on the Quality Assurance & Data Cleanup Implementation Plan.
- ✓ Continued efforts to document the RID High-Level Design.
- ✓ Continued efforts on Enrollment & Access Management High-Level Design, and security workflow.
- ✓ Continued efforts on XML Repository development.

Trading Partner Management (TPM)

- ✓ The Case Management Analysis task order has concluded. September's efforts included incorporating FSA comments into the Case Management Target State Analysis deliverables and developing additional conceptual design components per FSA feedback. A final deliverable package has been submitted to FSA.

Participation in FSA Business Integration Group (BIG)

The Integration Partner provides business, technical and integration support to FSA's BIG. Integration Partner supports BIG discussions, supports FSA in their efforts to define and shape the target state of FSA's enterprise integration vision, ensures alignment of the business and technical architecture, helps to identify major integration dependencies, risks and issues and charts the major integration and operations timelines.

Accomplishments have included involvement in key integration discussions and visioning sessions, continued management of project dependencies, integration risks and related timelines among FSA's various integration projects and initiatives and general BIG administration.

Integration Partner continues to work with the BIG to define the group's future roles and responsibilities, as well as the potential roles and responsibilities of those groups that the BIG will interact with, and the operating process necessary to achieve the BIG's integration goals. This process is still under development.

Key integration discussions and decisions for the month of September included:

- ✓ Data Strategy: Data Architecture Target State Workshop Debrief
 - The objectives of the retreat were reviewed: 4 objectives from retreat were:
 - Understand the options for FSA's Data Architecture Target State (Options A-D)
 - Select potential candidates (A-D or permutations of A-D) for further analysis
 - Track key issues
 - Determine what will be documented as part of the Target State
 - The group selected Option D as the optimal target state, with Option C as the first step to arrive at Option D.
 - Refer to the attached meeting outcomes and minutes, Data Architecture Options Retreat Outcomes.ppt and Target Vision Retreat Meeting Minutes.doc.
- ✓ Trading Partner Management
 - Enrollment & Access Management challenges were reviewed:
 - Enrollment processes are not standardized
 - FSA has a diverse user population
 - Different platforms and security structures
 - Increasing number of external users

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- No enterprise view of enrollment and access
 - Complex compliance requirements
 - The vision for Enrollment & Access includes:
 - Management at the enterprise level
 - Enrollment processes that insulate FSA's trading partners from the underlying complexity of FSA system interactions by providing a consolidated data entry point and approval process
 - Aligned organization, business processes and technology that allow consolidation and integration of identity management and access control services
 - Consistent user identity and privilege information
 - Enrollment & Access benefits include:
 - Improved trading partner services
 - Increased trading partner satisfaction
 - Increased administration efficiency
 - Improved security effectiveness
 - More effective oversight
 - Regulatory compliance
 - The proposed Access Management Architecture was reviewed. Access Management will provide login and authentication functions for multiple web applications. Identity Management will provide enterprise administrative and management functions by communicating with the security components of systems across the organization. The various implementation options were reviewed:
 - Begin with access control
 - Begin with identity management
 - Simultaneous implementation
 - The RID entity, entity roles and relationship types were reviewed.
 - The TPM tasks and schedule were reviewed. It was noted that CPS and COD would need to provide substantial input and it is unclear if resources will be available to do so. Also, FSA needs to be able to inform procurements of the TPM outcomes.
 - TPM will have implications for every system that owns or maintains FSA identity and access information.
 - TPM organizational implications will need to be taken into account.
- ✓ Virtual Data Center
- VDC's current operations were discussed:

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- VDC has started to review the Root Cause Analyses (RCA's). RCA's are not being completed to a satisfactory point. VDC opened the floor for business owners to deliberate their specific systems and outage problems that may occur.
 - Issues from the business owners included how RCA's are dealt with and communication of RCA results.
 - A discussion on system refreshes was noted:
 - Currently, systems are slotted for an upgrade every three years, however, 15% savings can be realized if you do not upgrade. The end result is larger savings if you do upgrade because you don't have to pay extra for maintaining an outdated system.
 - VDC is currently in this process of determining what termination costs are for contracts that don't align with the three-year upgrade cycle.
 - The NT to 2000 upgrade is the more difficult option, as it requires a lot of testing and requirements efforts.
 - The VDC is in the process of developing a method for determining cost estimates for system upgrades. The BIG suggested the process be more formal and include thorough documentation, templates and an upgrade roadmap.
 - An Akamai solution is a hosting option that should be considered by FSA. The cost is estimated around \$2 million. A later date will be established for a presentation to the BIG on Akamai.
 - Next steps for the VDC include:
 - Look at impact of CSB on the VDC
 - Create a timeline of refreshes and upgrades
 - Create formal documentation and templates for estimation models
 - Devote more time to selection and review of patches
- ✓ FSA Solution Lifecycle (SLC) & E-Authentication/E-Government
- An update on the status of initiatives related to FSA's SLC was provided. CIO would like the enterprise SLC documentation to be more useful and decentralized.
 - BIG recommended that the 'as-is' SLC documentation be circulated with the FSA business owners. The business owners should ensure that the SLC reflects FSA's business. Additionally, the business owners want to ensure buy-in to the current chapters of the SLC before recommending that FSA spend additional funding on new chapters.
 - E-Authentication Mission and Goals were reviewed. The deployment of the government's E-Authentication gateway is expected to be deployed in FY05. BIG recommended that FSA get involved in the drafting of OMB's E-Authentication requirements.
 - The role of E-Authentication at FSA includes the following:
 - Participation in E-Authentication steering committee
 - ED PIN credential assessment framework & process

- Computer matching agreement with FSA, HSS and SSA
- The HHS/FSA pilot of how the ED PIN is used today
- Other E-Authentication initiatives at FSA include Data Strategy, ED PIN Reengineering, SSIM, Single Sign-On, Enrollment & Access Management and the Security Tools Assessment.
- Further discussion is planned to address how the number of digits in the ED PIN correlates with the OMB E-Authentication requirements.

Integrated Sequencing Plan

Sequencing plans for key integration initiatives must also be managed at the program level.

Integration Partner maintains the program schedule (Integrated Master Schedule) which tracks task order begin and end dates, major milestones and future projects. Refer to the attached document, Mod Integrated Master Schedule_093003_v4.8.pdf.

Integration Partner also maintains FSA's draft Integrated FSA Sequencing Plan views, which help to inform planning of investment initiatives by providing a consolidated view of constraints and an integrated view of timelines and dependencies across major integration initiatives.

Integration Issues & Gaps

The following synopses summarize concerns and/or gaps around major integration initiatives within the Integration Partner program.

- ✓ The SSIM pilot with the CPS system is underway, and it is likely that the SSIM proposed solution will be piloted with other systems. Should these pilots be implemented, lessons learned and analyses of pilot results need to be incorporated into an overall SSIM solution. Analysis of pilot results will help determine potential algorithm changes and the number of change records that will need to be disseminated to all FSA systems. FSA needs to ensure that a set of standardized, thorough, and valid SSIM pilot analyses be conducted for any systems piloting the solution and that the results of these analyses are reviewed and used to perform any necessary revisions to the SSIM solution before implementing it across the enterprise in a consistent and integrated fashion.
- ✓ The Data Strategy task order concludes on November 17, 2003. FSA and the Integration Partner need to work together to ensure that the recommendations and implementations resulting from the Data Strategy task order are further developed, as appropriate, or implemented in a manner most benefiting the enterprise.
- ✓ It is anticipated that the CSB procurement award will be delayed beyond the expected mid-October award date. The Data Strategy task order concludes in mid-November. As a result of both timelines, and because the CSB solution is unknown, there will not be adequate time for Data Strategy to appropriately address potential impacts and dependencies between the CSB solution and the Technology Vision/Target State efforts. Upon the award for CSB, an effort should be undertaken by the existing FSA and Integration Partner Data Strategy team members to work with their counterparts in CSB to appropriately incorporate the requirements of the CSB solution into the Data Strategy Technology Vision/Target State so that it reflects a completely integrated view of the enterprise.

Integration Efforts Planned for October 2003

The Integration Partner will focus on further developing the following integration areas: Application & Delivery, Data Strategy and Trading Partner Management.

Application & Delivery

- ✓ The development of COD Releases 2.1C and 2.2 will continue to move forward, with implementation to begin once testing activities have concluded. The development of the Release 3.0 Technical Design will also continue to move forward.
- ✓ Efforts will continue to transition the Student Aid Web (formerly Students Portal) and Financial Partner Portal to the new operating partner, Indus, by the end of October.

Enterprise Data Strategy

- ✓ The following efforts are planned for the month of October:
 - Delivery of the Data Framework Specification and XML Registry & Repository.
 - In coordination with the FSA BIG visioning process and artifacts produced to date, continue efforts to document the To-Be Data Flows, Technology Vision and Strategic Plan. Integration Partner will continue as needed to facilitate Data Strategy workshops related to the Data Architecture Target State.
 - Continue efforts to document the RID High-Level Design.
 - Continue efforts on Enrollment & Access Management High-Level Design, and security workflow.
- ✓ Integration Partner will continue to support FSA in the Data Strategy briefings to FSA's BIG and Management Council.

Trading Partner Management

- ✓ The TPM Gaps Analysis task order is scheduled to kickoff in October.

Integration Partner will participate in the following tentatively scheduled FSA BIG discussions for the month of October:

- ✓ 10/7: Data Strategy: Technical Strategies External Data, Web Usage Key Decisions
- ✓ 10/9: ELM, Minimum Hardware & Software Requirements
- ✓ 10/14: Fraud, Waste & Abuse
- ✓ 10/16: Data Strategy: Enrollment & Access Management
- ✓ 10/21: FEBI Scope
- ✓ 10/23: Performance Plan Review, Enterprise Change, Configuration & Release Management As-Is State
- ✓ 10/28: Data Strategy: Draft To-Be Data Flows, Quality Assurance Plan, XML Update
- ✓ 10/30: Data Strategy: RID High-Level Design

Integration Partner will continue to provide support to FSA as they continue to shape their strategic vision.